

## **What is DOE doing about the Human Capital crisis?**

In line with the President's Management Agenda for FY02, the Department of Energy recognizes the continuing need to recruit and develop a diverse group of highly qualified personnel for entry and mid-level scientific, engineering, and technical positions. The PDP has been designed to address, and assist in mitigating a potential human capital crisis within the safeguards and security (S&S) community and may be expanded to broader application throughout the DOE.

The Nonproliferation and National Security Institute (NNSI) has been asked to champion the Professional Development Program (PDP) as a pilot effort for meeting the training, career development, recruiting, retention, and workforce planning needs of DOE site managers and addressing the "experience drain" within the safeguards and security career area. Also, to provide a more comprehensive set of programs to meet the Departments professional development requirements through a single source customer service center

### **Program Objective**

The purpose of the DOE PDP is to provide assistance to managers in recruiting, career development, training, workforce planning, and performance recognition, to assure that the DOE security workforce has the right number of security professionals with the right skills mix deployed at all sites. PDP assists in identifying solutions to assist in solving the S&S human capital crisis throughout the Department.

### **Program Overview**

The PDP consists of four major components, the incumbent training and educational programs, intern training, workforce analysis, and leadership development.

#### **Incumbent Training and Education Program**

PDP provides a vital training and educational component for incumbent employee development and retention. It is designed to maximize the employees potential within their job function. Participation in PDP will provide an avenue towards upgraded job related skills and proficiencies, enhanced training opportunities, and a voluntary opportunity to participate in college degree programs.

Voluntary incumbent participation facilitated through current Professional Enhancement Program. Courses offered by consortium universities may be paid for by the sponsor (Title 5, USC), or the participant. The NNSI is developing partnerships with colleges and universities to facilitate the educational process and accommodate the needs of the adult learner. Many of the NNSI's courses have received college credit recommendations and are accepted towards degree programs by our partner institutions.

## **Intern Program**

The PDP intern component is designed for recent college graduates who are interested in career opportunities within the department. Interns will be hired directly into their field/program office organization, which provides the FTE. The interns may be detailed to the Nonproliferation and National Security Institute (NNSI) where they will begin their initial training and work orientation period for up to six months or pursue a modified two-year program at their site.

## **Workforce Planning and Analysis**

Workforce analysis and planning is essential to identify appropriate workload, staffing levels, and justify budget allocations so that organizations can meet their mission and objectives. This is a systematic process for identifying the human capital required to meet organizational goals and developing the strategies to meet these requirements. An important component is determining the number and skills of needed workers, and when and where they will be needed. Another aspect is planning the actions that must be taken to attract and retain the number and types of workers the organization needs. These factors allow for the effective and efficient distribution and utilization of staff. Finally, managers can use the workforce analysis as a tool to identify critical positions, implement succession planning and develop standardized career paths for employees.

## **Leadership and Management Development**

With the retirement rates for the DOE, it is a reality that many of these will be from the supervisory and management level. A study conducted by the Office of Personnel Management notes that from 1993 through 1999 the number of supervisors and managers within the federal government has declined from 268,498 to 195,900. These figures imply that current supervisors maintain a broader delegation authority and span of control, as well as a vast amount of corporate knowledge. If effective succession planning models are not implemented to pass that information and experience along to the next generation of supervisors, the potential exists for a long-term leadership crisis within the DOE.

Included in the major benefits of the PDP, that may be measured directly by the training or educational programs, or workforce analysis are:

- ?? Evaluation of S&S skill sets necessary to meet the evolving threats.
- ?? Consistent strategy for recruiting and retention of personnel.
- ?? Standardized S&S training, qualification and professional degree programs that contributes to workforce efficiency and effectiveness.
- ?? Upgraded skills and proficiency for incumbents.

Other benefits to the Department and NNSI that are not training related include:

- ?? Adherence to the President's Management Agenda
- ?? Direct support of SO's strategic plan
- ?? Additional credibility for NNSI and its programs
- ?? Direct operational level support and implementation of the "DOE University"

By achieving SO's PDP objectives, the Department will be able to position itself for a successful transition through the human capital crisis. Implementation of the PDP is essential to the continuity of security operations within the Department and potentially provides a model for all human capital planning for the entire Department.